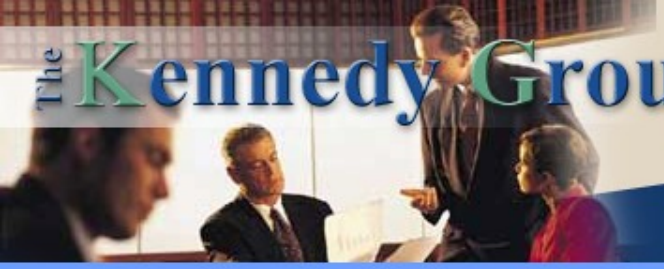


Establishing an Information Governance Program

Mary Lee Kennedy

Information Online
Sydney, Australia
February 2nd, 2005

© The Kennedy Group

Why is it needed?

In today's highly dynamic world the flow of knowledge and ideas are critical to organizational success **and** leaders need to clearly understand and leverage them.

©The Kennedy Group 2005

Is it Prickly or a Source of Water?

©The Kennedy Group 2005

Topics We'll Cover

- Information Governance
  - Defined
  - Getting started
    - Triggers
    - Roles
    - Structures
  - "Must do's"
    - Culture
    - Decision-making
    - Lifecycles
  - Questions

©The Kennedy Group 2005

Definition/Starting/Must Do's

- A working definition:

  *Governance is a system of policies and procedures, standards and guidelines. It establishes a framework for defining **who** is responsible for what and **how** decisions are made.*

©The Kennedy Group 2005

Definition/Starting/Must Do's

Formal "Look"

- Governance project team
- Boards
- Committees
- Working groups
- Documented rules, procedures, standards, policies
- Change management program
- Audit program

Informal "Look"

- Governance knowledge applied as tasks are put in place
- Informal discussions
- Handshakes
- Peer exchanges

©The Kennedy Group 2005

Definition/Starting/Must Do's

- Governance differentiation

Difficulty in adoption

- Policies are mandates
- Standards are widely accepted conventions
- Guidelines are recommendations
- Procedures are step by step "how to's"

©The Kennedy Group 2005

Is it Prickly or a Source of Water?

©The Kennedy Group 2005

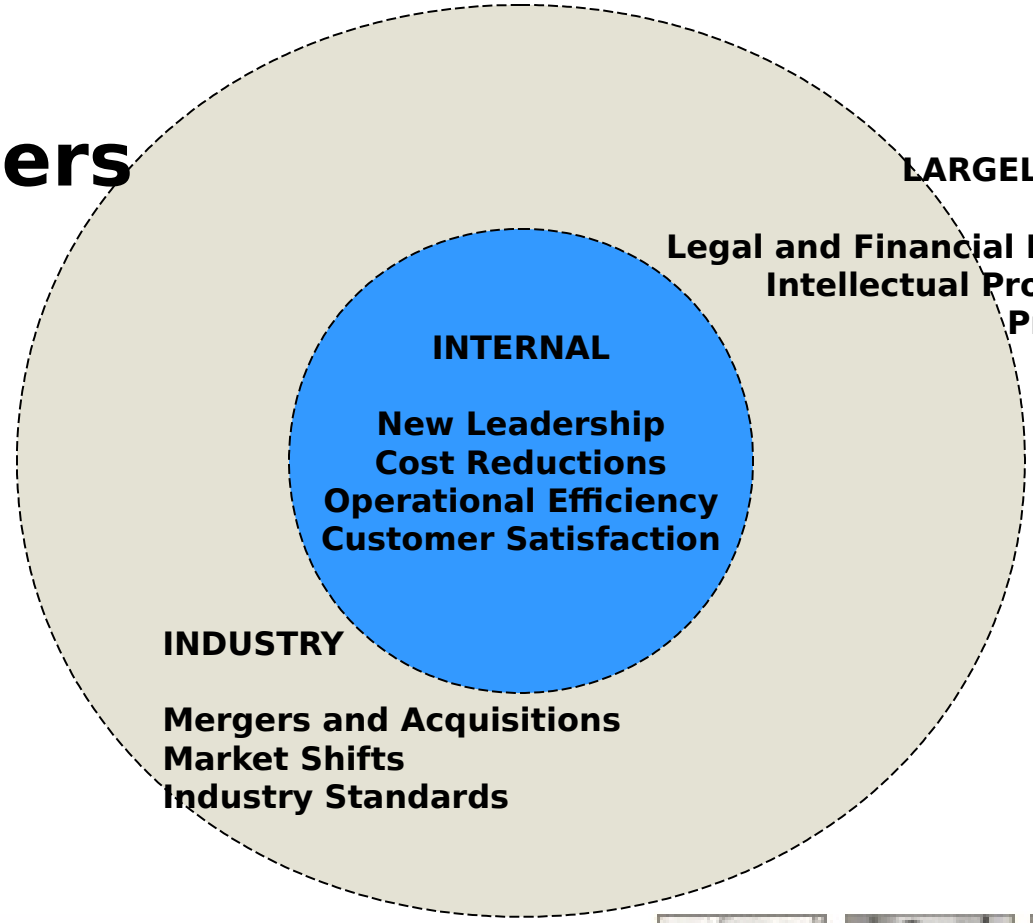
Definition/Starting/Must Do's

- First things first:
  - Define the governance triggers and the associated pain
  - Define the roles, skills, and appropriate structures

©The Kennedy Group 2005

Definition/Starting/Must Do's

Triggers



©The Kennedy Group 2005

- **Roles**
  - Ownership
  - Sponsorship
  - User representation
  - Functional management

©The Kennedy Group 2005

Definition/Starting/Must Do's

- **Owners** are accountable for:
  - Alignment with organizational objectives
  - Meeting audience requirements
  - Resourcing operations and projects
  - Developing and driving adoption of standards and guidelines
  - Developing and enforcing policies
  - Reporting on work and progress against objectives
  - Communicating with the broader community
  - Engaging sponsors
  - Identifying opportunities for improvement

©The Kennedy Group 2005

Definition/Starting/Must Do's

- **Sponsors** are accountable for:
  - Engaging the senior members of the organization
  - Championing resource allocations, policies and standards
  - Representing and providing insight into the organization's priorities and direction
  - Providing senior input into strategies, plans and projects

©The Kennedy Group 2005

- **User Representatives** are accountable for:
  - Engaging with and representing end-user's behavior, needs and desires
  - Prioritizing user requirements
  - Representing their constituents on boards, task forces, and project teams
  - Contributing to the creation and adoption of policies, standards and guidelines

©The Kennedy Group 2005

Definition/Starting/Must Do's

- **Functions** are accountable for:
  - Understanding and prioritizing user requirements
  - Developing, managing and supporting the information environment in areas of expertise such as:
    - Architecture
    - Content selection
    - Content management
    - User interface design
    - Editorial programs
  - Change control
  - Quality management
  - Monitoring and measuring progress against objectives

©The Kennedy Group 2005

Definition/Starting/Must Do's

- How on earth do all these roles work together?

©The Kennedy Group 2005

"You may be a big shot at the New York office, Miller, but here in Des Moines we do things differently."

©The Kennedy Group 2005

Definition/Starting/Must Do's

- Three "Must Do's" matter **A LOT**:
  - Cultural alignment
  - Decision-making style alignment
  - "Project" lifecycle alignment

©The Kennedy Group 2005

Culture

Definition/Starting/Must Do's

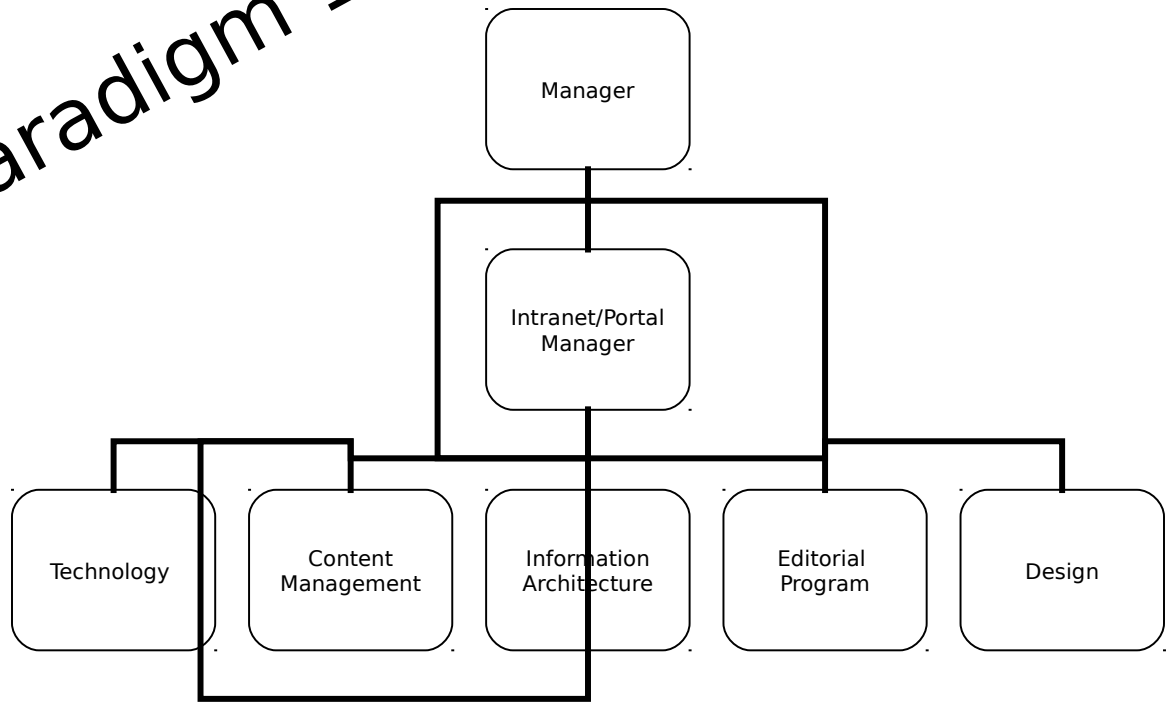
Paradigm Name	Integration	Differentiation	Ambiguity
Degree of consistency among cultural manifestations	**Consistency**	Inconsistency and consistency	Lack of clarity (neither clearly inconsistent nor clearly consistent) and irreconcilable inconsistencies
Degree of consensus among members of culture	Organization-wide	**Within, not between, subcultures**	Issue specific consensus, or lack thereof, and confusion among individuals
Reaction to ambiguity	Denial	Channeling	**Acceptance**
Metaphor for paradigm	Hologram; Clearing in the jungle	Islands of clarity in sea of ambiguity	Web; jungle

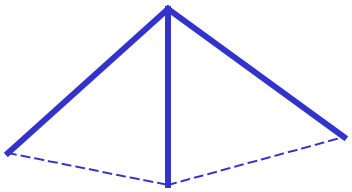
Source: Warwick Organizational Behaviour Staff(Editor). ORGANIZATIONAL STUDIES Volume I. Florence, KY, USA: Routledge, 2001. p 330 - 335.

©The Kennedy Group 2005

Definition/Starting/Must Do's

Likely a Paradigm 1 Culture





©The Kennedy Group 2005

Definition/Starting/Must Do's

Likely a Paradigm / Culture

Executive Sponsors

- Guide vision and strategy alignment
- Champion work at senior levels
- Champion resource requirements

Steering Committee

- Review and advise strategy
- Review and advise business plans
- Review and provide feedback on progress
- Champion and advise on organizational engagement and resource requirements

Initiative Owner/Lead and Business Owners

- Performance measurement including the scorecard and metrics program
- Product strategy alignment and planning
- Employee and content provider needs assessment and planning
- Resource requests, budgeting and financial management
- Communications plan
- Standards compliance
- New project management
- Reward and recognition program

Content Providers

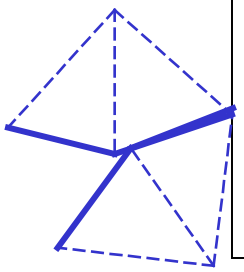
- Publishing practices
- Content stores/repositories ownership
- Expertise systems
- Business needs requirements

Members

Web Services: Search, taxonomy, people, subscriptions, domain integration, and content

Standards Practices: Metrics, taxonomy, domain registration, design, accessibility, editorial, search and navigation, content and domain lifecycle.

Projects: Actively participate on project teams for both problem resolution and feedback.



©The Kennedy Group 2005

Definition/Starting/Must Do’s

- What about a Paradigm 3 culture??

©The Kennedy Group 2005

Definition/Starting/Must Do's

- Decision-making
  - Consensus
  - Broad-based collaboration
  - Trusted few collaboration
  - Independently made

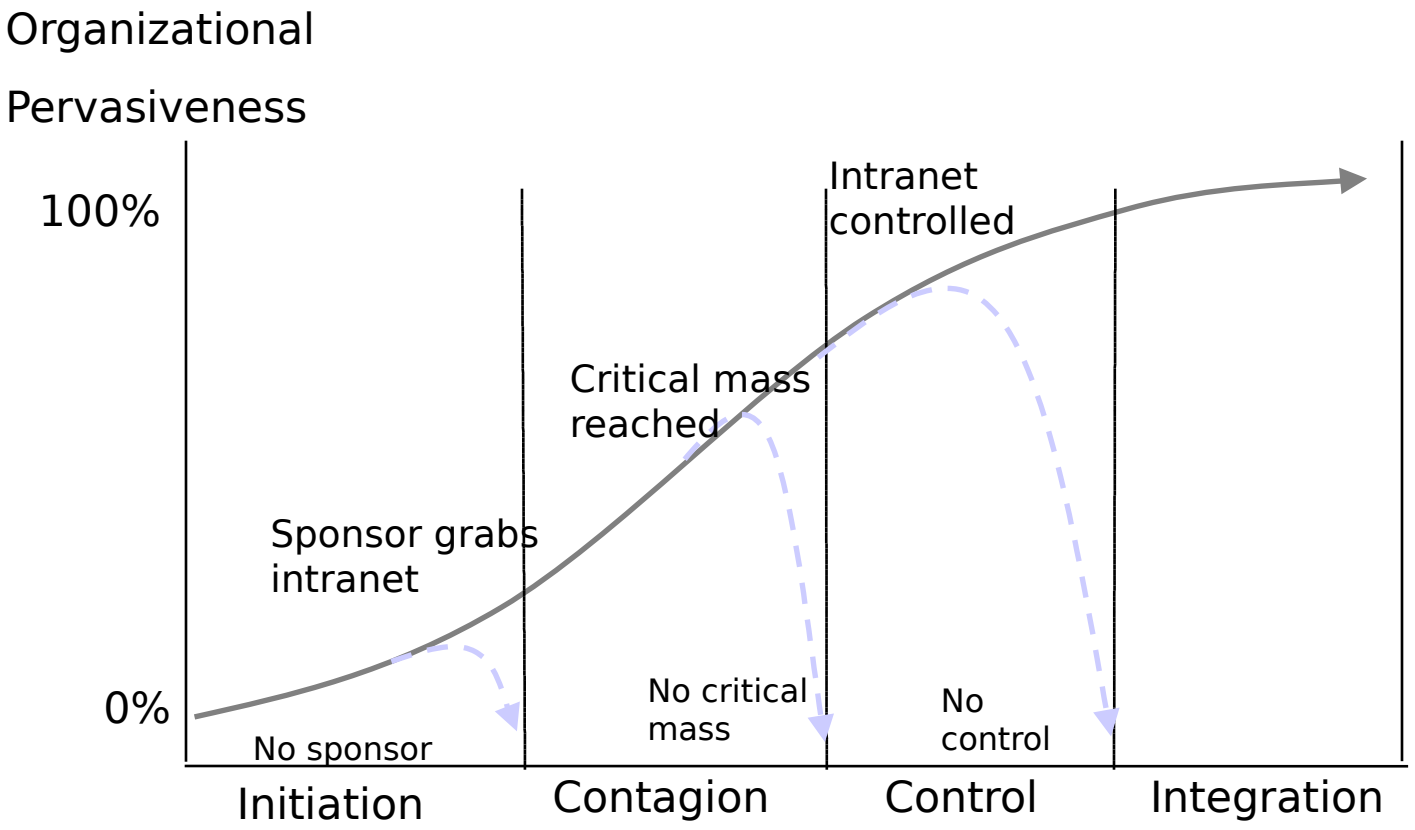
©The Kennedy Group 2005

Definition/Starting/Must Do's

- Project lifecycle
  - What does governance need to look like:
    - At the beginning of a project?
    - In the middle of a project?
    - During implementation?
    - After implementation?

©The Kennedy Group 2005

Definition/Starting/Must Do's



Jan Damsgaard and Rens Scheepers
Managing the crises in intranet implementation: a stage model
Information Systems Journal 10(2)131-150. 2000

©The Kennedy Group 2005

Definition/Starting/Must Do's

"Initiation"

Stage One: Minimal "Governance"

- Sponsor
- "Owner"

"Contagion"

Stage Two: Foundational "Governance"

- Minimal +
- End-user representation
- Functional governance begins (e.g. information architecture) including key guidelines and standards

"Control"

Stage Three: Mature Governance

- Foundational +
- Steering Committee
- Formal boards
- Policies
- Operating and support unit/budget

At a Minimum…

©The Kennedy Group 2005

Definition/Starting/Must Do's/Conclusion

- The key is to:
  - Define and agree on the purpose
  - Clarify and agree on roles, skills and responsibilities
  - Define the appropriate structure and realistic deliverables
  - Engage the key players
  - Communicate, communicate, communicate

©The Kennedy Group 2005

Thank you!

Mary Lee Kennedy

Principal

The Kennedy Group

Email:

marylee@maryleekennedy.com

Website:

http://www.maryleekennedy.com

©The Kennedy Group 2005